

710R - DHS - Division of Youth Services

Interim Progress Report for the reporting period July 1, 2003 - December 31, 2003

Section I. Agency Update and Assessment

1. Emerging Issues at the Federal (National) or State level affecting the agency.

The Division of Youth Services is facing two issues, which may increase the number of juveniles committed into the system and increase the demand for housing and programming. These are:

- Changes in the Extended Juvenile Jurisdiction Act (EJJ) may cause an increase in commitments to the Division of Youth Services (DYS). A change in the age limits permits the courts to commit juveniles to DYS through the age of 17. This may increase the housing and programming needs for the EJJ classification of juveniles.

- Another issue that may increase commitments is the movement by the courts to re-commit juveniles to DYS for non-compliance with their Aftercare Plan. This may bring juveniles back into the system and increase the demand for bed space.

Upcoming changes in Interstate Compact on Juveniles (ICJ) will have a financial impact on DYS. Based on these changes, DYS will be required to create a state council for ICJ and will need funds to cover the costs of meetings, meals, transportation, and lodging for the council as well as transportation costs to return juveniles from out of state placement back to Arkansas. In addition, the annual dues for membership in ICJ are being increased from \$400 to \$17,000.

2. Status of any new initiatives funded from General Revenue or General Improvement funds in the 2003 Legislative Sessions and other changes made through General Legislation.

NA

3. Discuss significant factors internal and external to the agency affecting agency performance.

Due to the United States Department of Justice settlement agreement for the Alexander Youth Services Center (AYSC), additional funding was required to upgrade fire safety, education, and mental health services. The upgraded standard applied at the AYSC must also be extended throughout the DYS system. Improved statistical gathering capabilities within DYS will result in the need to redefine some Performance Indicators.

4. Provide comments on the usefulness and reliability of performance measures.

The PBAS Report on an Excel write protected format is not a user-friendly tool to work with and should be changed to a format that will expand as data is entered.

The usefulness of this report for reporting financial information is good, however, the performance measures while gathering good statistical data the reliability is questionable. If financial measurements were completed 3 months after year-end closeout, they would be more accurate. By then, we would have a true picture of expenditures on each measure.

Other points to be addressed in the report are:

- Performance Target from Act 45(3)(a)(3)(A1) - Percent of agency administrative positions as a percent of total agency positions: This measure (reported herein under Program 1, Goal 1, Objective 1) should be deleted. The Division has no budget for personnel performing direct services. All positions are administrative. Unless DYS resumes direct services for juveniles, the computation will always result in 100%.

When the strategic plan was initially developed, it was thought that some DYS employees would be considered direct service employees and would be budgeted accordingly. These employees were performing intake and juvenile tracking duties. It was later determined that these activities (intake and tracking duties) were administrative in nature and all positions were budgeted as administrative.

- Performance Target from Act 45(3)(a)(3)(B): This category exceeded the Target of 1% (Program 1, Goal 1, Objective 2) because a different criterion was applied to those costs associated with Information Technology than is currently subscribed by Office of System Technology. Salary costs were not included originally and now that expense has been included.

In addition, the Division of Youth Services has entered into a Settlement Agreement with the Department of Justice, which in part, includes the expansion of the Plato Educational hardware and software. The same plan calls for the expansion of this system into the DYS Regional Juvenile Programs as well as selected Alternative Provider Programs statewide, all of which were not included in the original planning. At the rate of increase we have experienced, 3% would be a more accurate Target.

- Act 45 (5)(a)(3)(E) and (4)(a)(3)(T) Rather than a percent of increase in youth who remain crime free, a better and more reliable calculation would be to establish the baseline and then determine a realistic deviation from the baseline. (Program 3, Goal 1, Objective 1)

- Act 45(4)(a)(3)(K) deals with escape from Alternative Programs (see Program 3, Goal 1, Objective 3). This language needs to be addressed. Legally, DYS cannot charge participants in alternative programs with escape. More appropriate descriptions for unauthorized absences from these programs might be AWOL, temporary absence or walk away. Juveniles in alternative programs are unsecured by DYS or its contractors for portions of the day while they attend public schools and other functions. "Escape" is an inappropriate term for youth who become absent when attending unsupervised functions. The DYS recommendation is the Performance Indicator for AYSC remain at '0' and that the target performance for Serious Offender Programs (SOP) and Alternative Programs be no more than 5% of the number of juveniles served that are reported as escaped or AWOL.

5. Discuss significant uses of line item flexibility in this report period (agencies operating under Performance-Based Appropriations only).

Line item flexibility within the program is good. The flexibility allows budget adjustments much faster when the need arises without additional approvals. This is very helpful when there is a priority change within a program. It allows the Director the latitude to better manage the budget within a program rather than being restricted to commitment items or a single objective.

Program 1: Administration**Goal 1:** To provide administrative support for youth services programs**Objective 1:** To provide appropriate allocation, oversight, and management of available resources to support achievement of Youth Services objectives and performance targets

Measure

<u>Number</u>	<u>Performance Indicators</u>	<u>Annual Target</u>	<u>Actual YTD</u>	<u>Comments</u>
1	Percent of agency administrative positions compared to total agency positions	84%	69.34%	NOTES BELOW
2	Percent of agency administrative costs compared to total agency costs	18%	11.04%	
3	Increase in federal revenues compared to SFY 02 base.	+\$600,000	\$679,067.51	NOTES BELOW
4	Percent of scheduled contracts monitored for contract performance and physical plant inspections compared to total.	92%	58%	
5	Percent of serious incidents investigated within approved time frames.	96%	98%	
6	Percent of juveniles who receive placement based on individualized treatment plan within 30 days of assessment.	80%	78%	
7	Statewide Juvenile Justice conference hosted annually.	1	1	NOTES BELOW
8	Number of repeat audit findings.	0	0	
9	Percent performance targets met for agency.	90%	84%	

Comments on performance matters related to Objective 1:

Measure 1.) All DYS positions are considered administrative. All direct juvenile services are provided through contracts. The figure required for this report is determined by dividing the total number of filled positions in the central office by the total number of positions on the Division's organization chart. This was the calculation used prior to the determination that all DYS positions were considered administrative. M - 3.) Audit and financial issues may reduce or negate reimbursements received in SFY 2004. Revised billing processes may impede future collections. M - 7.) Approximately 730 people attended the conference; 31 exhibitors (we max out on exhibitors space) and twenty-eight workshops and none were repeated.

Program 1: Administration**Goal 1:** To provide administrative support for youth services programs**Objective 2:** To provide an accurate DYS Management Information System platform, information technology, and support services to maximize system accessibility for DYS staff, providers and other authorized users

<u>Measure Number</u>	<u>Performance Indicators</u>	<u>Annual Target</u>	<u>Actual YTD</u>	<u>Comments</u>
1	Percent of information technology cost as a percent of overall agency budget	1%	2.50%	NOTES BELOW
2	Number of legacy systems.	3	3	

Comments on performance matters related to Objective 2:

Measure 1.) During development of the DYS Strategic Plan and its targets, what comprised IT costs was viewed differently than was later identified by OST as IT costs. IT Salaries were not considered. They are now included as a cost. Also, a large number of purchases in support of the expansion of Plato Education hardware/software (DOJ Settlement) were made during the first half of the FY that were not anticipated during budget planning for FY04. This plan also calls for continued expansion for our RJP facilities and selected Alternative Provider programs, which will require additional hardware. We are also in the process of installing a digital electronic surveillance system in the new EJJ facility being built in Dermott. With these initial and recurring costs associated with those programs, we believe that the target for this measure should be changed 3%.

Program 2: Community Services

Goal 1: Develop and implement programs that support the attainment of the DYS agency goals

Objective 1: To increase local programming that address the needs of at-risk juveniles and delinquency prevention

<u>Measure Number</u>	<u>Performance Indicators</u>	<u>Annual Target</u>	<u>Actual YTD</u>	<u>Comments</u>
1	Unduplicated number of juveniles under the Juvenile Justice Delinquency Program (JJDP) each year.	2,398	1,597	NOTES BELOW

Comments on performance matters related to Objective 1:

Measure 1.) July - 456; August - 144; September - 177; October - 432; November - 346; December - 49; The additional JJDP sub-grantees that have not submitted their reports will be included in the following month, because the reports are not due until the 15th of each month. This is an annual pass-through to a local unit of government.

Program 2: Community Services

Goal 1: Develop and implement programs that support the attainment of the DYS agency goals

Objective 2: To support programs designed to promote greater accountability in the juvenile justice system by targeting the specified program purpose areas required by the Juvenile Accountability Incentive Block Grant

Measure
Number

Performance Indicators

Annual Target

Actual YTD

Comments

1	Unduplicated number of juveniles under the Juvenile Accountability Incentive Block Grant (JAIBG) each year.	3,842	1,621	NOTES BELOW
---	---	-------	-------	-------------

Comments on performance matters related to Objective 2:

Measure 1.) July - 7; August - 197; September - 266; October - 284; November - 258; December - 617; - The additional JAIBG sub-grantees that have not submitted their reports will be included in the following month, due to the fact that reports are not due until the 15th of each month.

Program 2: Community Services

Goal 1: Develop and implement programs that support the attainment of the DYS agency goals

Objective 3: To decrease the number of committed juveniles and the juveniles' progressive involvement in the juvenile justice system through diversion, intervention, prevention, sanction services, aftercare, and other community based services

Measure

<u>Number</u>	<u>Performance Indicators</u>	<u>Annual Target</u>	<u>Actual YTD</u>	<u>Comments</u>
1	Number of juveniles served through community based programs.	10,500	6,190	
2	Average cost per juvenile served through community based programs.	1,666	\$1,351.81	
3	Percentage increase in youth who remain crime free for one year following case closure.	0	0.60%	
4	Unduplicated number of juveniles receiving sanction services.	400	215	
5	Percent of juveniles released from physical custody who receive Aftercare services.	85%	99.46%	

Comments on performance matters related to Objective 3:

Measure 3.) These juveniles are non-custody juveniles that received other than Aftercare services from a Community-Based Provider. We used as our base the crime-free percentage for the first six months of FY02 through the first six months of FY03. Ninety point eight percent (90.8%) of the juveniles remained crime-free for one year, and 91.4% in the 2nd Qtr of the 02-03 period. The average of the two is 91%. That is the base. Of the juveniles that were released in the 1st Qtr of FY 03, 90% remained crime-free through the 1st Qtr of FY 04. For the second quarter of 03-04, 92.5% of the juveniles remained crime-free for one year. The average is 91.3%. So for the first six months of the 02-03 period, we had 91% remaining crime-free, and for the same length of time in the 03-04 period, we had 91.3% remaining crime-free. This is a figure that will fluctuate and that we have little control over. We believe that this measure needs to be changed to reflect a range of 85% to 95% remaining crime-free for one year.

Program 3: Residential Services

Goal 1: Develop and implement programs that support the attainment of the DYS agency goals

Objective 1: To ensure that the Alexander residential program for committed delinquents provides comprehensive services in a safe and secure setting

Measure

<u>Number</u>	<u>Performance Indicators</u>	<u>Annual Target</u>	<u>Actual YTD</u>	<u>Comments</u>
1	Number of escapes from Alexander.	0	0	
2	Number of founded physical abuse cases for Alexander program annually.	0	0	
3	Number of founded sexual abuse cases for Alexander program annually.	0	0	
4	Number of unduplicated juveniles that are placed at the Alexander Youth Services Center.	720	319	
5	Number of juvenile deaths at Alexander Youth Services Center annually.	0	0	
6	Average cost per juvenile served through residential programs for committed youth-Alexander	7,133	\$15,067.70	This target must be changed to reflect changes in contractual services and requirements of the DOJ settlement agreement.
7	Number of targeted programs that have achieved ACA accreditation.	3	6	
8	Percentage increase in youth who remain crime free for one year following discharge.	0	0	NOTES BELOW
9	Percentage increase in youth with improved academic performance especially in the areas of reading and arithmetic	0	90.03%	Of eligible juveniles tested.

Comments on performance matters related to Objective 1:

Measure 8.) We used as our base the crime-free percentage for the first six months of FY02 through the first six months of FY03. Eighty-four percent (84%) of the juveniles in the 1st Qtr 02-03 period remained crime-free, and 93% in the 2nd Qtr of the 02-03 period. The average of the two is 88.5%. That is the base. Of the juveniles that were discharged in the 1st Qtr of FY 03, 77% remained crime-free through the 1st Qtr of FY 04. For the second quarter of 03-04, 96% of the juveniles remained crime-free for one year. The average is 86.5%. So for the first six months of the 02-03 period, we had 88.5% remaining crime-free, and for the same length of time in the 03-04 period, we had 86.5% remaining crime-free. Rather than a percent of increase in youth who remain crime free, a better and more reliable calculation would be to establish the baseline and then determine a realistic deviation from the baseline.

Program 3: Residential Services

Goal 1: Develop and implement programs that support the attainment of the DYS agency goals

Objective 2: To ensure that the serious offender programs for committed delinquents provide comprehensive services in a safe and secure setting

Measure

<u>Number</u>	<u>Performance Indicators</u>	<u>Annual Target</u>	<u>Actual YTD</u>	<u>Comments</u>
1	Number of escapes from SOP programs	0	4	Change target to no more than 5% of Juveniles served are reported AWOL from SOPs. NOTES BELOW
2	Number of founded physical abuse cases for SOP programs annually.	0	0	
3	Number of founded sexual abuse cases for SOP programs annually.	0	0	
4	Number of unduplicated juveniles that are placed in SOP programs annually.	445	197	
5	Number of juvenile deaths in SOP programs annually.	0	0	
6	Average cost per juvenile served through residential programs for committed youth- SOPs	14,394	\$11,996.99	

Comments on performance matters related to Objective 2:

Measure 1.) There were a total of 4 juveniles involved in 2 incidents. One incident at EARJP and one at NEARJP. All juveniles were back in custody within 2 hours of the escapes. There were no findings against staff or facilities.

Program 3: Residential Services

Goal 1: Develop and implement programs that support the attainment of the DYS agency goals

Objective 3: To ensure that the Alternative & Special needs programs for committed delinquents provide comprehensive services in a safe and secure setting

<u>Measure Number</u>	<u>Performance Indicators</u>	<u>Annual Target</u>	<u>Actual YTD</u>	<u>Comments</u>
1	Number of escapes from Alternative programs annually.	15	8	Change target to no more than 5% of Juveniles served are reported AWOL from Alternative Programs.
2	Number of founded physical abuse cases for Alternative programs annually.	0	0	
3	Number of founded sexual abuse cases in Alternative placement programs annually.	0	0	
4	Number of unduplicated juveniles that are placed in Alternative programs annually.	440	129	
5	Number of juvenile deaths in Alternative programs annually.	0	0	
6	Average cost per juvenile served through residential programs for committed youth-Alternative Placements	19,417	\$23,084.01	

Comments on performance matters related to Objective 3:

Measure 1.) Involved a total 5 separate incidents. These cannot be charged as escapes under the law, therefore Language and Target should reflect AWOLs, walkaways or temporary absence within 5% of total population served.